

Silos & Smokestacks National Heritage Area

designated as
America's Agricultural Heritage Partnership



Partnership Management & Action Plan
October 2004



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Executive Summary

The National Heritage Area Today

Silos & Smokestacks National Heritage Area, congressionally designated as America's Agricultural Heritage Partnership, tells the story of American agriculture through a web of partnerships that includes communities, historic sites, attractions and businesses within Northeast Iowa. As a federally designated National Heritage Area, Silos & Smokestacks is in partnership with the National Park Service (NPS). This 37-county region of Northeast Iowa, rich in the cultural history of farming and agribusiness, illustrates that mechanization made possible the American system of industrialized agriculture. That system has forged the bond between rural and urban Iowa. Seventy-five partner museums and points of interest, plus nearly one hundred working farms or agribusinesses unite to create the visitor experience. Partnership with Silos & Smokestacks is entirely voluntary. The NPS provides guidance and technical support.

Responding to Critical Issues

Quality of life and economic viability are critical issues in rural agrarian societies. In a strongly individualistic culture, a collaborative effort to create a unique visitor experience that creates economic benefit is an ongoing challenge. Adequate resources to grow the partnerships and meet the challenge of the "sunset" of federal funding must be secured. Preserving the integrity of the cultural landscape and local stories means that future generations will be able to understand and define who they are, where they come from and what ties them to their home.

Creation and Development of Silos & Smokestacks National Heritage Area

Silos & Smokestacks was created in 1991 as a non-profit organization. A resource study in 1995 found there were nationally significant agricultural resources and heritage in the region. In 1996, under Public Law 103-333, Congress designated Silos & Smokestacks as America's Agricultural Heritage Partnership that includes federal, state, and local agencies, private enterprise, professional associations and volunteer organizations.

Development of the Partnership Management Plan

By law, Silos & Smokestacks is required to create a management plan. A committee from the board of trustees, partner sites, universities, staff and local residents was formed to define the planning process. A public conference drew further input. Marketing, education & interpretation, technical assistance, community capacity building and resource development groups were formed to assist. The process reflects a community-based approach at every phase. A successful heritage area is a product of many partnerships between many organizations at all levels. The plan, being a guideline, will be periodically reviewed.

Mission

"Silos & Smokestacks National Heritage Area preserves and tells the story of American agriculture and its global significance through partnerships and activities that celebrate the land, people, and communities of the area."

Vision

The partnership preserves and promotes the story and makes a positive economic impact by encouraging tourism and heritage based development. Through an integrated story tied to every site, visitors leave with an understanding of the value and importance of American agriculture through authentic experiences. Ownership of the Heritage Area rests in the communities, residents and stakeholders of the region. Together they achieve the Heritage Area's mission.

Goals and Strategies

Regional public input has shaped this plan and regional participation will make these goals a reality. Five goals have been identified to guide the activities and resource allocation of the Heritage Area.

Goal 1: Present the story of America's agriculture and agricultural industry through a balanced and cohesive interpretation across the heritage area.

Priority Strategy: Strengthen interpretation by sharing best practices with Heritage Area partners so that consistent themes are evident to the visitor. Encourage networking with partners to development and use the materials for training programs to enhance the visitor experience.

Goal 2: Increase public awareness, interest and visitation to the Heritage Area.

Priority Strategy: Attract visitors to the Heritage Area by direct marketing to residents of the Heritage Area, establish and implement marketing plan for targeted audience in Iowa, regionally, nationally and internationally. Create travel packages for 1-3 day Heritage Area experience. Develop, promote, and sell group tour itineraries through LIFE Tours Program.

Goal 3: Enhance the capacity of communities and local businesses to preserve and develop heritage resources and to become stronger partners in regional tourism efforts.

Priority Strategy: Build community based awareness of the Heritage Area and the importance of identifying and developing local historical and cultural heritage resources. An advisory committee of partners will be established and a speakers bureau developed to conduct a community education campaign.

Goal 4: Provide consistent quality visitor experiences throughout the Heritage Area.

Priority Strategy: Establish planning, goal setting and partner work sessions throughout the area to share, discuss and develop seamless visitor experiences.

Goal 5: Obtain and allocate funding to support Heritage Area projects and sustain the Silos and Smokestacks organization.

Priority Strategy: Cultivate existing and new partnerships at many levels for resource development to assure that Silos and Smokestacks matures as an economic, interpretive, and preservation force.

The success of this regional agricultural heritage development effort depends directly upon the Heritage Area's success in stimulating and assisting heritage development initiatives among the many local communities and existing attractions and sites. Therein lies a challenge and opportunity-to make connections that link needs and resources and learning with expertise, and make a cohesive entity that can deliver an outstanding interpretive visitor experience that tells the story of American agriculture.

Donald P. Short
Executive Director
Silos & Smokestacks National Heritage Area

National Heritage Area Today

America's Agricultural Heritage Partnership, publicly known as Silos & Smokestacks National Heritage Area, preserves and tells the story of American agriculture. It is a partnership of communities, historical sites, attractions, farms, and businesses within Northeast Iowa.

This partnership offers a unique regional experience that reflects the importance of the land, communities and agriculture of the United States, through showcas-



ing northeast Iowa's significant contributions. As of 2004, seventy-five designated partner sites, over 100 farms, agribusinesses, urban and rural communities, scores of volunteers, and public and private sector investment all come together to create a visitor experience that is the heart of the never ending story of American agriculture.

The heritage of Silos & Smokestacks region illustrates the dominant trends of American agriculture, trends that underlie the expanding capacity of American farms to feed the nation and the world. In the heart of the

American tallgrass prairie, northeast Iowa's terrain includes some of the planet's most fertile soils. This terrain varies from the gently undulating landscape in the central and western portions of the region to the hills, bluffs, and steep valleys in the vicinity of the Mississippi River.

Centuries of occupation have further influenced this landscape. American Indians established villages and agricultural fields along the river corridors for hundreds of years while using fire to manage the prairie uplands for hunting. Following initial contacts in the

1700s, settlers of European descent spread rapidly through the region in the mid-nineteenth century. Through technological change, expanding capabilities, and hard work, peoples of diverse backgrounds established themselves upon a vast expanse of farms, turning northeast Iowa's fertile lands into one of the most agriculturally productive regions of the nation.

The story of agriculture in northeast Iowa is the story of America's rise to become a world leader of food production. The goal of expanding production is being achieved through the application of Iowan's material, labor, and energy. This has led to revolutions in farming effected by technological

advances, changing markets, and improvements in processing and transportation. Industries grew and evolved, driving changes on the farm, creating new agricultural products, and expanding the region's urban centers. Northeast Iowa has become a leader in agriculture and agribusiness, supplying markets across the nation and around the world.

Throughout this evolution in agriculture, farm families and farm communities continued to maintain a solid



culture that became a popular vision of rural American life in the 1900s. Today, this vision lives on as agriculture continues to be affected by the spirit and endeavors of the people of the Silos & Smokestacks region.

Iowan's close ties to the land and each other, their strong work ethic, their determination to face any challenge squarely and their strong family values are handed down from one generation to another. This character is reflected in the partnerships with the Heritage Area.

Silos & Smokestacks is the web of regional partnerships developing the resources to preserve and share the story of our American agriculture legacy. Silos & Smokestacks National Heritage Area covers over 20,000 square miles of northeast Iowa and includes 37 counties generally located north of I-80, east of I-35 and west of the Mississippi River. A federally designated National Heritage Area, it is an Affiliated Area of the National Park Service.

As a National Heritage Area, Silos & Smokestacks enjoys a special relationship with the National Park Service, which provides guidance and technical assistance when requested. Silos & Smokestacks acknowledges our collaborative foundation, where partners work together toward common goals, multiply limited individual resources, and pool individual efforts into larger successes. Grants are available to sites, cities, counties and regional partnerships for projects that enhance their ability to tell agricultural stories. Participation in the Silos & Smokestacks consortium by partnering attractions, sites, and communities is completely voluntary. This approach to preservation of place and landscape, conservation of ideas and lifeways, and storytelling and resource sharing offers a forum for cooperation and a supporting network for organizations wanting to improve their interpretive and educational programs.

Silos & Smokestacks Responds to Critical Issues

Communities in northeast Iowa face challenges in maintain their quality of life and economic viability. Heritage Area development preserves the heritage,



identity, and culture of communities, while bringing new money into the local economy to build assets.

Rural agrarian societies have a strong individualistic culture, which continues to be reflect-

ed in the diversification of the local economy. This strong sense of being able to “go it alone” allowed generation of families to remain in a demanding location. It also produces real challenges in building successful regional efforts. Demonstrating the benefits of collaboration to meet common goals is an ongoing effort. Understanding the synergy of creating visitor training, products and programs with our partners is a key aspect of regional economic development. A seamless coherent visitor experience builds the most successful partnerships and stimulates economic growth.

An expanding and increasingly complex organization that builds networks, will encourage more sophisticated support mechanisms.

Adequate resources to coordinate and attract more

Heritage Area partnerships must be secured. The changing public support climate and the eventual sunset of NPS funding present challenges to the Heritage Area.

The Silos & Smokestacks staff strengthens and enhances entities that

portray the story of American Agriculture and its global significance through technical assistance, facilitation of planning sessions, capacity building and resource coordination. The partners of the Heritage Area preserve and interpret their heritage through themes that explore different aspects of agriculture. These themes help residents and visitors understand and support the story in many venues: small towns and large cities; trails and county roads; and farms, natural areas, local museums, and historical buildings. The six themes are:

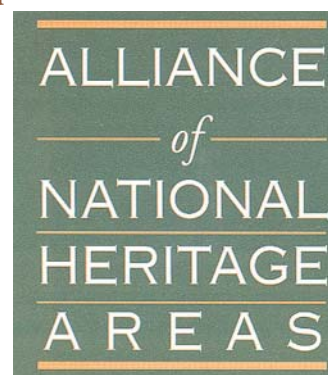
- The Fertile Land
- Farmers & Families
- The Changing Farm
- Higher Yields: The Science & Technology of Agriculture
- Farm to Factory: Agribusiness in Iowa
- Organizing for Agriculture: Policies and Politics

National Heritage Areas are places designated by the United States Congress, where natural, cultural, historic and recreational resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography.



These patterns make National Heritage Areas representative of the national experience through the physical features that remain and the traditions that have evolved in the areas. The attractions, sites, and communities are key partners in developing the Heritage Area into a regional network of local partners who share the same vision.

Throughout this country, the twenty-four National Heritage Areas are grounded in community pride, history and traditions. Preserving the integrity of the cultural landscape and local stories means that future generations of the community will be able to understand and define who they are, where they come from, and what ties them to their home.

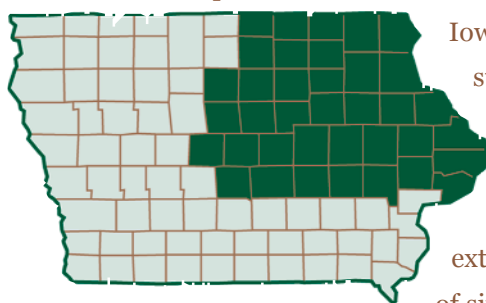


Heritage Areas offer the potential to ensure key educational and inspirational opportunities are preserved without compromising traditional local control over, and use of, the landscape. Equally important, Heritage Areas are proven to stimulate local economies by

encouraging tourism and related enterprises. The importance of Silos & Smokestacks National Heritage Area to northeast Iowa is not just cultural and historical; it is also economic. All of the partners in the

The Riches of Silos & Smokestacks National Heritage Area Development

No other region has Northeast Iowa's unique combination of agricultural assets. The thrust to start heritage development in Northeast Iowa came from the appreciation that there is an abundance of heritage experiences to be shared in this region for the resident and visitor. Early partners undertook the mission of developing a comprehensive way to convey Iowa's agricultural story. Their efforts soon expanded from a beginning in Waterloo and Cedar Falls to 17 surrounding counties, and later to 37 counties. This widening of mission and scope came with the understanding that



Iowa's agricultural story is not confined to a few communities. It requires an extensive network of sites and commu-

nities working together to preserve and tell the story of American agriculture in Iowa in a stimulating and compelling way.

Silos & Smokestacks is a private, 501(c)(3) nonprofit organization, created in 1991 to recognize, preserve, and promote the region's heritage. In an inventory completed through a partnership with the Iowa Natural Heritage Foundation, Silos & Smokestacks identified dozens of sites that could help tell the story of American agriculture. The Special Resource Study,

Heritage area working together can build a unique network of cultural preservation and an economic development that strengthens the region as well as the nation.

"Cedar Valley, Iowa," completed by the National Park Service in September of 1995, acknowledged that the resources and heritage of the region are nationally significant because they reflect America's lengthy agricultural development. It also recognized that the area represents the diversity of agriculture and the significant relationships between the rural and urban settings that contributed to the development of 20th century agriculture. A major asset cited in the Study is the incredibly rich and productive land. The area's rich history continues to welcome new immigrants who also contribute to the region's cultural assets. Several communities contain neighborhoods and complexes that continue reflecting the ethnic heritage and diversity of the region.

Various manufacturing facilities show the growth of industrialization in agriculture. Packing plants, mills, and train depots represent a variety of commerce. Homes and businesses reflect famous persons whose agricultural inventions and advancements in science help feed the world and affect national policy, people such as Norman Borlaug, Henry Wallace, Herbert Hoover, George Washington Carver, Carrie Chapman Catt, and James Wilson. Historic facilities still exist, like the Reeve Electric Association Plant, which was a result of the successful REA movement to provide affordable power to rural America. Growth of the labor movement is exemplified in the Rath Packing Plant and other processing industries, including the neighborhoods around them(*Special Resource Study, Cedar Valley, Iowa*)

Legislation and the Creation of the Heritage Area

Responding to the inventory and other early activities, Congress passed Public Law 103-138, authorizing the National Park Service (NPS) to analyze the feasibility of heritage development in northeast Iowa. In October of 1996, Public Law 104-333 codified some of these recommendations by linking Silos & Smokestacks National Heritage Area with the US Department of Agriculture (USDA) and calling for the preparation of a partnership management plan. The Secretary of Agriculture signed the resulting plan, “Silos & Smokestacks Partnership Management Plan,” on July 8, 1998. It sets forth the structure of management and the relationship of Silos & Smokestacks with its partners. It describes their respective roles and responsibilities in terms of opportunities, and in the process, confirms the partnership among Silos & Smokestacks,

the USDA, the NPS, the state of Iowa, and a host of other sites and attractions. Silos & Smokestacks is the connecting element of a regional partnership network, collectively known as America's Agricultural Heritage Partnership, that includes federal, state, and local agencies, private enterprise, professional associations, and volunteer organizations.

Though Silos & Smokestacks National Heritage Area was designated to function within the USDA, it soon became apparent that its heritage development efforts were more in line with the national heritage area program operated by the NPS. The Omnibus Parks Technical Corrections Act of 2000 changed authorization from the Secretary of Agriculture to the Secretary of Interior, placing Silos & Smokestacks within the ranks of all other national heritage areas. A cooperative agreement with the National Park Service, established in 2000, details this relationship.

Development of the Partnership Management and Action Plan

The original Partnership Management Plan was established in September, 1997, and created a set of interlocking and clear strategies, projects, actions, programs, and partnerships for enhancing the existing appeal of Silos & Smokestacks to visitors.

Article II of the cooperative agreement with the National Park Service (NPS) requires Silos & Smokestacks to submit a revised management plan. To accomplish this task, a strategic planning committee was appointed in 2003 by the Executive Director. This committee included trustees, representatives of partner sites, technical resource people from Iowa State

University Extension and University of Northern Iowa, Silos & Smokestacks staff, and local residents. This committee defined the planning process and the goals including broad public input, partner involvement, and a usable, living document to guide the accomplishments of the vision.

Public notice in regional newspapers and radio, invitations in the Silos & Smokestacks periodic newsletter, and personal invitations generated a group of approximately 150 participants at a planning conference on



June 19, 2003. Conference attendees acknowledged past accomplishments, reviewed and commented on Silos & Smokestacks mission and vision statements, revised preliminary goals, and identified possible strategies to achieve these goals. Volunteers then formed work groups: 1) marketing, 2) education and interpretation, 3) technical assistance and networking, 4) community capacity building, and 5) resource development and allocation. (See Appendix B for list of participants).

These five workgroups applied the public input/planning conference results and other committee work, revised program goals, developed objectives and benchmarks, and crafted and prioritized implementation work plans. The strategic planning committee, made up of Bob Casterton, Bob Cole, Jim Erb, Bob Gunderson, Lanny Haldy, Sam Lankford, Sue Pridmore, Pat Sackville, Sandy Scholl, Don Short and Candy Welch Streed, integrated the results of the five workgroups into a draft management and action plan. Highest priority areas were marked for concentrated early programmatic effort and resource allocation. The Board of Trustees conducted a final review of priorities and affirmed the plan. A public comment period was conducted through the media. Announcements explained how to receive a draft plan and invited submission of comments. The Silos & Smokestacks Board of Trustees then submits the Plan to the NPS as specified in the cooperative agreement.

The process of developing this Partnership Management Plan involved residents at every phase. The completed document emphasizes knowledge, understanding, trust, and cooperation among the many partners and interested parties. A successful heritage area is a product of partnerships - between many organizations, local government, state agencies, private business, and property owners. The strategies in this

document foster partnerships and communication, capture ideas, and assure that competing interests are heard and addressed, all the while moving the Heritage Area to fulfillment of its mission and vision.



Periodic review of the plan and ongoing adaptation of its priorities is part of the plan's process. Opportunities and resources come and go. Ongoing or intermittent partner and community participation depends on which goals are under current development. Goals in common select which partners come to the table each time. New challenges and opportunities will continue to present themselves. Silos & Smokestacks will adapt and capitalize on them to create a collaborations which enhance the quality of life in northeast Iowa. This embodies the charge as a nationally recognized heritage area telling a nationally important story.

Silos & Smokestacks National Heritage Area

*preserves and tells the story of
American agriculture and its global significance
through partnerships
and activities that celebrate the land,
people, and communities of the area.*

Vision

The Silos & Smokestacks National Heritage Area is a partnership of communities, sites, businesses, and local residents who value their region's agricultural history. The partnership preserves and promotes the story of American agriculture and makes a positive economic impact on the region by encouraging tourism and heritage based development.

Visitors to the heritage area see and experience the story of American agriculture through an integrated story tied to every site, and told at every site. Their visit leaves them with an understanding of the value and importance of American agriculture through outstanding authentic experiences. Individuals around

the world and of all ages learn about American agriculture and its significance through virtual tours.

A sense of ownership of the Heritage Area rests in the communities, residents, and stakeholders of the region, and they provide direction and planning, and together will achieve the heritage area's mission.

Goals and Strategies

Silos & Smokestacks National Heritage Area partners and other stakeholders have worked together to bring this management plan to life. The priorities of many organizations in the public and private sectors are voiced in it. The five goals on the following pages will guided the activities of the staff and Heritage Area stakeholders. Mutual participation by these entities will make the goals a reality.

Under each goal, a summary appears (in italics) to provide a general understanding of the goal. A bulleted list of primary strategies follow each objective listed under the goals. An initial strategy and example action steps for implementation of this plan are highlighted in boxes within each goal section.

Goal 1- Interpretation and Education

Goal: Present the complete story of America's agriculture and agricultural industry to residents and visitors through balanced and cohesive interpretation across the heritage area.

Sites and activities that develop and interpret the story define the Heritage Area. This is the core mission of the Silos & Smokestacks National Heritage Area. It requires preservation and conservation of key resources that tell the story. Strategies within this goal outline how the story is shared with residents and the public.



They also relate how partners build capacity in interpretation, preservation, conservation and seamless experiences.

1-A: Preserve and conserve historical, natural and cultural resources in the Heritage Area landscape by

- sharing technical assistance and learning,
- sharing expertise and
- offering grants to support preservation and conservation education at sites.

1-B: Support and strengthen interpretation of agricultural heritage

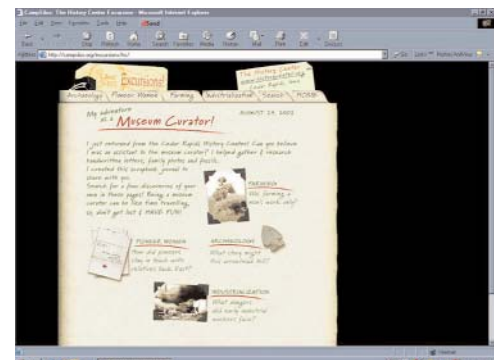
- presenting consistent introductory interpretation and themes of the Heritage Area at each partner site,
- providing kiosks at key welcome centers throughout Iowa and
- developing a variety of interpretive tours and programs highlighting the Heritage Area interpretive themes.

1-C: Enhance interpretation of Heritage Area themes at partner sites by

- providing yearly matching grants and
- providing interpretive educational opportunities for partner sites

1-D: Provide interpretive educational opportunities for teachers and students by

- continuing to expand Camp Silos web-based program,
- providing outreach to Iowa schools and
- promoting school class field trips to partner sites



1-E: Promote and encourage research that enhances interpretation by

- defining and disseminating the latest research and
- Offering annual research awards

Priority strategy 1: Strengthen interpretation by sharing best practices with Heritage Area partners so that consistent themes are evident to the visitor. Encourage networking with partners to development and use the materials for training programs to enhance the visitor experience.

2-Market the Heritage Area

Goal: Increase public awareness, interest, and visitation to the Heritage Area.

This goal focuses on increasing public awareness of the Silos & Smokestacks National Heritage Area in order to increase visits to sites and communities. The interpretive story of American agriculture embodied in the sites in the Heritage Area will be proudly told to the public. This goal addresses the need to communicate more widely the existence and significance of a nationally endorsed Agricultural heritage experience.

2-A: Increase public awareness of Silos & Smokestacks National Heritage Area by



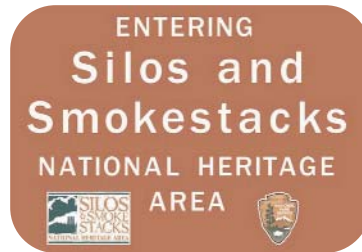
- developing and using a consistent identity for name recognition,
- increasing the use of common identity instruments-i.e., the use of the logo on site materials and signage,
- installing consistent signage, using regional brochures, and providing consistent messages at all sites,

- informing Heritage Area communities of the significance and opportunities created by the

National Heritage Area designation and

- developing an interconnected agricultural heritage story.

2-B: Build relationships with public,



commercial and private sectors to strengthen its efforts and effectiveness by

- identifying potential supporters,
- developing targeted messages and
- building relationships with supporters.

2-C: Attract visitors to the Heritage Area by

- direct marketing to residents of the Heritage Area,
- marketing to Iowa and regional customers and
- marketing to national and international customers.



Priority strategy 2: Attract visitors to the Heritage Area by direct marketing to residents of the Heritage Area, establish and implement marketing plan for targeted audience in Iowa, regionally, nationally and internationally. Create travel packages for 1-3 day Heritage Area experience. Develop, promote, and sell group tour itineraries through LIFE Tours Program.

3-Build Local Community Capacity

Goal: Enhance the capacity of communities and local businesses to preserve and develop heritage resources and to become stronger partners in regional tourism efforts.

This goal addresses the opportunity that communities in the Silos & Smokestacks National Heritage Area have to build upon the synergy of working together to



draw people from around the world to north-east Iowa where visitors can learn about the agricultural heritage of the country. This story is told through conservation and preservation of the cultural and historical

amenities in northeast Iowa, while enhancing the economic viability of Heritage Area communities and preserving their history and culture.

3-A: Educate communities to identify and develop their cultural and historical amenities as they relate to the American agricultural heritage story by

- defining the Heritage Area and its

collaborative role in heritage development and

- cooperating with the community to identify local and regional cultural amenities.

3-B: Educate communities about finding resources for heritage development efforts.

3-C: Develop programs to assist local businesses to support the tourism industry as part of their local and regional economy by

- informing local businesses on the economic benefits of tourism,
- recognizing entrepreneurial opportunities created by heritage development and
- developing strategies to prepare local businesses to accommodate tourists.

3-D: Assist local communities to support tourism as part of their local and regional development efforts by

- educating communities on opportunities created by heritage development and
- educating communities on how to create positive visitor experiences.



Priority Strategy 3: Build community based awareness of the Heritage Area and the importance of identifying and developing local historical and cultural heritage resources. An Advisory committee of partners will be established and a speakers' bureau developed to conduct a community education campaign.

4- Build Partner Capacity for Quality Visitor Experience

Goal: Provide consistent quality visitor experiences throughout the Heritage Area.

This goal addresses the need to develop high quality experiences for visitors. How each site tells a part of the story and how it fits into the entire heritage area message must be evident to visitors. Becoming familiar with the Heritage Area story and themes and with other related sites is key. Professional and consistent messages must be delivered to each visitor at each contact.

4-A: Support site preparedness and capacity to deliver professional quality visitor experiences by

- developing skills and knowledge base through training and conferences,
- participating in related training sponsored by others and
- using technical assistance in the form of personnel, referrals, and handbooks,



either developed locally or collected from other sources, and made available for use.

4-B: Strengthen and expand the network of partner sites by

- holding planning, goal setting and product development events for the Heritage Area partnership,
- developing day trips and tours,
- establishing partnerships with commercial businesses in the Heritage Area and
- building collaboration and creating opportunities to learn about other sites, events, and services in the Heritage Area for more cross promotion.



Priority strategy 4: Establish planning, goal setting and partner work sessions throughout the area to share, discuss and develop seamless visitor experiences.

5- Resources: Working toward sustainability

Silos & Smokestacks National Heritage Area realizes the limits of its support from the National Park Service, both in dollar amount and time frame. It also recognizes that an ambitious plan cannot happen without adequate resources to support the programs and activities that will take Silos & Smokestacks to the next level of maturity as an economic, interpretive, and preservation force. Existing and new partnerships at many levels will be cultivated and enhanced. To that end it has set a resource development goal and objectives as follows:

Goal: Obtain and allocate funding to support Heritage Area projects and sustain the Silos & Smokestacks organization.

This goal speaks to meeting the resource needs of the Silos & Smokestacks National Heritage Area. It outlines various means of raising funds, sources of existing and potential funding, and identifies use of a budgeting process for allocation of resources.

5-A: Establish and implement an annual membership program, establish a planned giving program, and obtain substantial individual and corporate support annually and in increasing amounts.

5-B: Assure authorized Federal appropriations annually, seek other Federal partners and programs, seek private foundation funding opportunities, and seek state partnerships and funding opportunities.

5-C: Establish and maintain revenue streams from trademark items and tourism opportunities.

5-D: Develop and implement a multi-year budgeting and allocation process.

The success of the regions efforts depend directly upon the Heritage Area's success in stimulating and assisting heritage development initiatives among the many local communities and existing attractions and sites. In this capacity, the Heritage Area provides central guidance, coordination of multiple efforts, and assistance - both technical and financial - to its partners. Organizations, initiatives, and communities are sought for partnership that embrace, and are ready to implement, innovative and entrepreneurial ways to create their own eventual self-reliance and economic independence. Each partner or potential partner differs from the next in terms of size, leadership capacity, market draw, expertise and experience, needs, goals, resources, and abilities it brings to the table. Therein lie a challenge and opportunity--to make connections that link needs and resources and learning with expertise, and make a cohesive entity that can deliver the outstanding interpretive visitor experience that tells the story of American Agriculture.

Silos & Smokestacks National Heritage Area must continue its networking and partnership building to connect public and private interests to form partnerships that support all aspects of heritage development. It must continue to support preservation and interpretation of our agricultural heritage, and add to the vigor of the region's economy, so that the vibrant culture that spawned that heritage can survive and thrive to continue its innovation.

Priority Strategy 5: Cultivate existing and new partnerships at many levels for resource development to assure that Silos and Smokestacks matures as an economic, interpretive, and preservation force.

Who We Are, and How the Heritage Area Works Together

Silos & Smokestacks National Heritage Area is a coalition of stakeholders and partners that agree to undertake regional initiatives. Achievement requires the commitment, efforts, and drive of many partners, a bank of expertise provided by partners, and a dedicated staff. The Heritage Area can draw aid and guidance from its residents, partners, Board of Trustees, Leadership Advisors, committees, and the Partnership Panel. Ad hoc work groups and individual partners forum around specific projects.

Strategic Partnerships

The first Silos & Smokestacks Partnership Management Plan established a continuing framework for making investments among the partners of the heritage area. Willing partners form working relationships with Silos & Smokestacks staff that best suit their needs. Potential partners can apply to become a **Strategic Investment Partner (SIP)**. Entities interested in becoming partners, but which lack the means to participate fully as an SIP, can join Silos & Smokestacks as an Affiliate Site, or as a **Point of Interest**. The first two designations are described in the Silos & Smokestacks Partnership Management Plan; the latter is a new designation that was developed at the end of 2001.

In 1998, Silos & Smokestacks developed a pilot SIA, known as the Country Heritage Community (CHC), in Winneshiek, Allamakee, Clayton, and Fayette Counties. With technical and financial support from Silos & Smokestacks, and financial support from the R. L. McElroy Trust and others, CHC began to undertake a variety of projects. The most successful was the annual Maize Maze, a labyrinth of corn rows, now a popular summer farm entertainment across the country. A her-

itage byway was established, the Little Tour on the Big River, a driving tour accompanied by a brochure that includes interpretive information and a map of the sites and communities along the Mississippi River. CHC launched a series of tours of farms and communities called “Living an Iowa Farm Experience” (L.I.F.E.) Tours. There are motorcoach itineraries featuring working farms and agribusinesses that tell the story of the agriculture experiences in the Heritage Area. This project started in a four county region and now has expanded throughout the Heritage Area. We now have marketing to reach the national and international traveler.

The second SIA, the Central Iowa River Partnership (CIRP), was designated in August of 2001. The focus of the SIA is the communities along the Iowa River, a historic lifeline through the region, and the railroad communities such as Ackley. These communities are collectively located in Franklin, Hardin, and Wright Counties. The CIRP is currently developing its heritage strategies.

Also in August of 2001, the first set of SIPs, Affiliate Sites, and Points of Interest were designated. Since the initial 42 designated partners, the Heritage Area recognizes the following seventy-five SIPs, Affiliate Sites, and Points of Interest*: (Responsibilities of these partners are outlined in the Partner Site Designation Application in Appendix F.)

*As of October, 2004

4-H Schoolhouse Museum, Clarion, *Point of Interest*

Ackley Heritage Center, Ackley, *Point of Interest*

African American Historical Museum and Cultural Center of Iowa, Cedar Rapids, *Affiliate Site*

Amana Heritage Society Museums, Amana Colonies, *Strategic Investment Partner*

Bennington No. 4 School, Waterloo, *Point of Interest*

Brucemore, Cedar Rapids, *Strategic Investment Partner*

Calkins Nature Area, Iowa Falls, *Affiliate Site*

Carnegie Cultural Center, New Hampton, *Affiliate Site*

Carrie Lane Chapman Catt Girlhood Home, Charles City, *Point of Interest*

Carson Art Gallery, Ackley, *Point of Interest*

Cedar Rapids Museum of Art, Cedar Rapids, *Strategic Investment Partner*

Cedar Valley Arboretum & Botanic Gardens, Waterloo, *Point of Interest*

Clinton County Historical Society Museum, Clinton, *Point of Interest*

Country Relics Village, Stanhope, *Affiliate Site*

Dows Historic District, Dows, *Affiliate Site*

Eagle City Winery, Iowa Falls, *Point of Interest*

Floyd County Historical Society Museum, Charles City, *Affiliate Site*

Fort Atkinson State Preserve, Fort Atkinson, *Point of Interest*

Fossil & Prairie Park and Center, Rockford, *Strategic Investment Partner*

Four Mounds, Dubuque, *Affiliate Site*

Franklin County Historical Society Museum, Hampton, *Affiliate Site*

Froelich General Store and Tractor Museum, McGregor, *Affiliate Site*

George Maier Rural Heritage Center of Clayton County, Elkader, *Affiliate Site*

Gilbertson Conservation Education Area, Elgin, *Strategic Investment Partner*

Grout Museum District, Waterloo, *Strategic Investment Partner*

Grundy County Heritage Museum, Morrison, *Affiliate Site*

Hardin County Farm Museum, Eldora, *Point of Interest*

Hartman Reserve Nature Center, Cedar Falls, *Strategic Investment Partner*

Hawkeye Buffalo Ranch, Fredericksburg, *Point of Interest*

Hawkeye Community College Farm Laboratory, Waterloo, *Point of Interest*

Heartland Museum, Clarion, *Point of Interest*

Herbert Hoover Presidential Museum, West Branch, *Affiliate Site*

Hurstville Lime Kilns, Maquoketa, *Point of Interest*

Indian Creek Nature Center, Cedar Rapids, *Strategic Investment Partner*

Iowa Masonic Library & Museum, Cedar Rapids, *Point of Interest*

Iowa River Greenbelt Scenic Drive, *Point of Interest*



Jackson County Historical Society Museum and Research Library, Maquoketa, *Affiliate Site*

Jasper County Museum, Newton, *Affiliate Site*

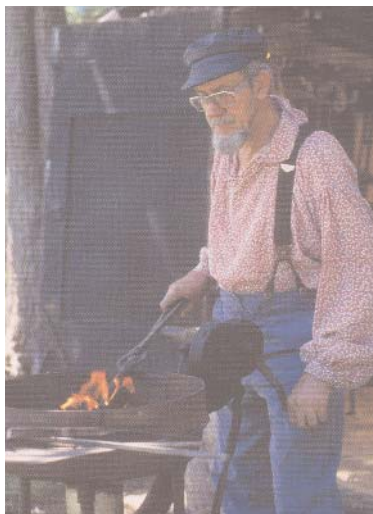
Jenison Meacham Memorial Art Center, Belmond, *Point of Interest*

John Deere Waterloo Operations - Tractor Assembly Division, Waterloo, *Point of Interest*

Living History Farms, Urbandale, *Strategic Investment Partner*

Mamie Doud Eisenhower Birthplace Museum & Library, Boone, *Affiliate Site*

Matthew Edel Blacksmith Shop, Haverhill, *Point of Interest*



Montauk, Clermont, *Affiliate Site*

Motor Mill Historic Site, Elkader, *Point of Interest*

National Czech & Slovak Museum & Library, Cedar Rapids, *Strategic Investment Partner*

National Farm Toy Museum, Dyersville, *Affiliate Site*

National Mississippi River Museum & Aquarium, Dubuque, *Strategic Investment Partner*

Neal Smith National Wildlife Refuge Prairie Learning Center, Prairie City, *Strategic Investment Partner*

Northern Iowa River Greenbelt Scenic Drive, *Point of Interest*

Plum Grove, Iowa City, *Affiliate Site*

Postville Visitor Center, Postville, *Point of Interest*

Potter's Mill Restaurant/Bed & Breakfast, Bellevue, *Point of Interest*

Prairie Bridges Park, Ackley, *Point of Interest*

Putnam Museum, Davenport, *Strategic Investment Partner*

REA Power Plant Museum, Hampton, *Point of Interest*

Riegel Blacksmith Shop, Clermont, *Point of Interest*

Scenic City Empress Boat Club, Inc., Iowa Falls, *Point of Interest*

Seed Savers Exchange, Decorah, *Strategic Investment Partner*

Slayton Farms Round Barn, Iowa Falls, *Point of Interest*

State Historical Building, Des Moines, *Strategic Investment Partner*

The Dairy Center, Calmar, *Affiliate Site*

The History Center, Cedar Rapids, *Strategic Investment Partner*

The Ion Exchange, Harpers Ferry, *Point of Interest*

The Laura Ingalls Wilder Park & Museum, Burr Oak, *Affiliate Site*

Traer Historical Museum, Traer, *Affiliate Site*

UNI Museums, Cedar Falls, *Strategic Investment Partner*

University of Iowa Museum of Natural History, Iowa City, *Affiliate Site*

Ushers Ferry Historic Village, Cedar Rapids, *Affiliate Site*

Vesterheim Norwegian - American Museum, Decorah, *Strategic Investment Partner*



Wallace House, Des Moines, *Affiliate Site*

Wapsipinicon Mill Museum, Independence, *Affiliate Site*

Waterloo Center for the Arts, Waterloo, *Affiliate Site*

Watson's Grocery Store Museum, State Center, *Point of Interest*

Potential Partners

Self-sustainability depends in large part on the partnerships forged among attractions, sites, communities, and local, state, and federal entities. Currently, all attractions, sites, and communities in the 37 county region are considered potential partners.

“Partnership” is becoming a more formal arrangement, with an understanding of terms and benefits of participation. Interested organizations have the opportunity to become a Partner voluntarily with Silos & Smokestacks National Heritage Area. Such a partnership can offer an exchange of ideas, expertise, advice, encouragement, marketing, funding, and support. The definitions of the partners that are currently working in the Heritage Area are:

- **Attractions** are the primary interpretive and visitor experience venues in the heritage area. These include public and private, for-profit and nonprofit organizations that provide visitors with an educational or recreational experience. These include museums, visitor centers, nature centers, historic places and that are open to the public.

- **Sites** are the significant resources-whether structures or landscapes-where history took place. These may or may not be open to the public. Such places help

to round out the visitor experience by providing occasional access to authentic historic or other significant resources. Interpretation is not the primary focus of



these places but the experiences available there support the interpretation offered elsewhere.

- **Communities** support the other two types of partners. Quite simply, communities are where the people are: they are the living generators of heritage, and they contribute to interpretation of that heritage. The sites and attractions celebrate the communities, who supply visitors in return.



- **Government** entities are potential partners in different ways. These partners provide financial support and technical assistance for the heritage area itself, in addition to the other types of partners.

The wonderful diversity is the strength and on-going opportunity for the Heritage Area. Across the heritage area's 20,000 square miles, there are more than 200 organizations. They range from small community his-

torical societies with no paid staff to well-funded, high-end facilities that offer a multitude of visitor experiences and enjoy much community support. Some organizations have been around for decades, and others do not yet exist formally outside of a vision held by a few enterprising people. This diversity suggests a great range of needs, in terms of what Heritage Area affiliation can provide for them, but they also represent the great opportunity available in the heritage area.

These organizations collectively possess a great opportunity, and a wealth of knowledge and expertise. There are opportunities to join together around past and present agriculture to tell visitors a unique and compelling story, which they can experience by spending time at attractions, and in local communities. The knowledge of the region's heritage, and expertise in the interpretation of that heritage, is shared for the mutual benefit of the heritage area as a whole.

Silos & Smokestacks National Heritage Area provides the forum and impetus for collaboration.



Organizations that need help with building membership may be able to offer advice on planning exhibits. Others that may need help developing brochures may be able to provide advice on building a board of

trustees. Silos & Smokestacks National Heritage Area is well positioned to continue to build and strengthen the necessary links among its partners and help each take advantage of the existing and potential collaboration. National Heritage Area status and funding support can build the interpretive and educational capacity of the partners, helping them to deliver well-organized visitor experience opportunities, and build their strength in operating their organizations, attracting visitors, and ensuring member participation and community support. Silos & Smokestacks National Heritage Area offers its partners access to funding and technical support that might not otherwise be available.

Federal, State, and Business Partners

A brief glance at the history of Silos & Smokestacks' development reveals the many public and private partners from the very beginning. Partners from those categories continue to be integral to the Heritage Area.

Affiliation of local leaders with the United States

Department of Agriculture initiated the organization. The National Park Service provides invaluable technical assistance as well as major funding. Regional businesses and foundations support key projects in the Heritage Area.

Board of Trustees

The Board of Trustees guides the Heritage Area in implementing the strategic plan to fulfill the mission of the organization. It is comprised of progressive leaders of the region.

Members offer leadership and vision, solid experience, insights, and networks to be employed as necessary to achieve the ambitious agenda Silos & Smokestacks National Heritage Area has set. The Board represents a cross-section of the region's leader-

ship, with members drawn from major local corporations, private-sector professionals, municipal officials, state agencies, local education institutions, and the farming community.

Leadership Advisors

The Leadership Advisors are a group of top community leaders who provide big picture vision and guidance to the overall program through consultation with the Board of Trustees. These people provide important links to regional leadership, potential partners, and resources. They can be advocates for the Heritage Area and build public awareness.

Partnership Panel

The Partnership Panel, formed in October of 2000, is an advisory body representing a cross-section of the heritage area's partners. Federal, state, and local public entities are represented, as are the region's prominent interpretive and tourism facilities and several private entities that play important roles in the Heritage Area. The guidance offered by the Partnership Panel is invaluable, as the panel provides an influential forum for refining programs and developing strategies for future endeavors. The Partnership Panel reviews and recommends to the Board of Trustees partner site and strategic investment area designations. The Partnership Panel also reviews and recommends awards for the grants program. They provide important advisory input to the staff and Board of Trustees.

Board Committees

There are five committees created by the Board of Trustees. Their make-up and responsibilities are explained below.

- The Executive Committee is established in the by-laws and includes the Chair, Vice Chair, Treasurer, Secretary, and immediate past chair of the Board of Trustees. The Executive

Committee acts on matters as necessary between regularly scheduled meetings of the full Board of Trustees.

- The Board Development Committee identifies and recommends candidates for the Board of Trustees as vacancies occur. It is chaired by the immediate past Chair of the Board and includes the Executive Director and a Trustee.
- The Finance Committee looks after the fiscal responsibilities of the organization and reports to the Board of Trustees. It includes the Treasurer, Finance Manager, Executive Director, and two others as appointed.
- The Resource Development Committee identifies funding sources to support Silos & Smokestacks National Heritage Area programs. This committee reports to the Board of Trustees and includes the Executive Director, Resource Development Manager, and other appointed members.
- The Signage Design Review Committee develops, administers, and maintains the Signage Design Review Process. The committee advises partners on outdoor sign design, reviews outdoor sign requests for layout, content, and location, and approves outdoor signage requests.

Project Work Groups

Work groups must do much work in order to share the responsibilities and utilize the many skills and time of those involved. These ad hoc groups provide invaluable input to the staff and enrich the programs of the Heritage Area. A Marketing work group has been func-

tioning for some time, and it expanded during the planning process to include more members. Other work groups are emerging as the plan is adopted and becomes operational. These will likely include an Interpretation and Education work group, a Community Capacity Building work group, and a Technical Assistance and Networking Development work group. These work groups address tasks identified in the Management Plan. The actions of the various work groups supplement and enhance the activities of Silos & Smokestacks staff and build on the partnership foundation of the heritage area.

Staff

Silos & Smokestacks staff is composed of an Executive Director, a Program and Marketing Director, a Resource Development Manager, Finance and Office Manager, a Administrative Assistant, and Program Assistants. The Executive Director reports directly to the Board of Trustees, and the remainder of the staff report to the Executive Director. Consultants are retained for certain functions, i.e. a Group Tour Manager.

The Executive Director plans, organizes, leads, manages, and evaluates the mission and work of the organization. This includes developing and implementing the strategic plan, advising the Board of Trustees and carrying out their directions, developing funding, managing staffing, and leading volunteers. The Executive Director cultivates, maintains, and develops relationships with constituencies on local, state, and national levels to assure effective program performance.

The Program and Marketing Director oversees and implements program and marketing activities. This includes implementing the Interpretive Plan and program projects, coordinating grant and partner designa-

tion programs, and developing and managing marketing initiatives. The Director serves as liaison to the tourism industry and provides technical assistance to sites, attractions, events, and communities.

The Resource Development Manager coordinates fundraising activities of the Heritage Area; identifies, researches, and cultivates funding opportunities for new and existing programs/projects of the organization; and leads preparation of grant proposals.

The Finance and Office Manager oversees financial accounting records, payroll, grants disbursements, and all accounts in accordance with federal regulations. This includes preparation of financial reports for the Board of Trustees, preparing annual reports and documentation for all grant funds, and maintaining insurance, personnel records, corporate documents and bylaws, minutes, and required filings.

The Administrative Assistant assists all staff with daily administrative duties, including office organization, phones, greeting visitors, preparation of reports and marketing information as needed, maintenance of office supplies and assist in meeting setup and preparation.

Program Assistants/Interns are employed from time to time to assist staff as needed.

Program growth for the Heritage Area will require additional staff. The strategic plan indicates needs for field specialist support in the areas of economic and community development, education, historic preservation, group tour development and management, and tourism development. Staff additions will be matched to identified needs, goals, and strategies, and be reviewed and approved by the Board of Trustees.

Implementation and Revision of the Management Plan

The enabling legislation for Silos & Smokestacks National Heritage Area (see appendix A) states that the purposes of Heritage Areas are to “interpret, retain, enhance and promote the unique and significant contributions to natural, historic and cultural resources” in our Northeast Iowa region. This statement of purpose highlights the work plan for the next five years and beyond. The management plan details the goals, guidelines and action steps for completing this mandate. Through and with our partnerships the work of the Heritage Area will continue and tell the story of agriculture throughout the region. We will retain and enhance historic structures, sites, communities and stories. Silos & Smokestacks will promote historic preservation, conservation of nature, lifestyles, tourism and our agricultural heritage. Increasing number of partnerships, visitors and expanded economic growth will measure the success of our efforts and achievements.

This plan, like any plan, is only as good as the commitment of those who participated in its development to see it come to fruition. The people who develop plans must commit to carry them out, in keeping with the mission and vision of the organization, and to bring many others along in the exciting endeavor. The Board of Trustees of the Silos & Smokestacks National Heritage Area has the primary responsibility to implement and complete this Management Plan. They guide the organization and keep it true to its mission. They must review and adapt the plan to changing conditions and opportunities. They provide the big picture view, context, and connections to the region. These elements

are critical to any organization, and Silos & Smokestacks National Heritage Area has become an outstanding example of how partnerships can enhance the life of a region.

The Board of Trustees is charged with leading the implementation of the plan and with securing and allocating resources to enable the ambitious strategies and plans to come to action. It reviews criteria, priorities and resources to assure needs and resources available balance. The Executive Director leads the staff. The staff nurtures partnerships and their program of work involving its stakeholders of the Heritage Area--its residents. The Board must continue to be the vital link to existing and potential partners and communities in the region in order to foster growth and development.

A plan is representative of the conditions and best knowledge at the time it was produced while looking to the next 5 years. Conditions change, opportunities arise or disappear, and new challenges emerge. For those reasons, a plan must be flexible, regularly revisited and open to revision. Silos & Smokestacks will revisit the management plan annually for review and necessary changes. We will involve staff, trustees, partnership panel and selected sites and stakeholders for input. This action will insure continuity and aggressive action in fulfillment of the vision to make a positive impact on the region while preserving and telling the story of American Agriculture.

Appendices

Appendix A- Enabling Legislation and Amendment

Appendix B- Participants in Plan Process

Appendix C- Implementation Planning Work Plans

Appendix D- Interpretive Plan and Worksheets

Appendix E- Signage Design Guidelines

Appendix F- Partner Site Designation Application

Appendix A- Enabling Legislation

PUBLIC LAW 104-333-NOV. 12, 1996

<<NOTE: Iowa. 16 USC 461 note.>>

TITLE VII--AMERICA'S AGRICULTURAL HERITAGE PARTNERSHIP

SEC. 701. FINDINGS AND PURPOSES.

(a) The Congress finds that--

(1) the city of Waterloo, Iowa, and northeast Iowa possesses many important elements of the nationally significant story of American agriculture, including Native American agriculture, agricultural mechanization, seed hybridization, farm cooperative movements, rural electrification, farm-to-market systems, rural to urban migration, veterinary practice, food processing and preservation, national farm organizations, international hunger relief, and the development of national and international agribusiness;

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(2) these resources offer outstanding and unique opportunities to acknowledge and appreciate the development of American agriculture;

(3) the National Park Service has determined that the story of American agriculture is nationally significant, that northeast Iowa is an ideal place to tell that story, and that this story could be divided into 4 principal topics for interpretation in northeast Iowa: the Amazing Science of Agriculture, Agriculture as a Way of Life, Organizing for Survival, and Crops from Field to Table;

(4) the responsibility for interpreting, retaining, enhancing, and promoting the resources, values, and amenities of

Waterloo, Iowa, and northeast Iowa resides with volunteer associations, private businesses, political subdivisions of the State, and the State of Iowa; and

(5) despite the efforts by volunteer associations, private businesses, political subdivisions of the State, and the State of Iowa, the cultural and historical resources of the area have not realized full potential and may be lost without some assistance from the Federal Government.

(b) Purposes.--The purposes of this title are--

(1) to interpret, retain, enhance, and promote the unique and significant contributions to national and international agriculture of certain natural, historic, and cultural resources within Waterloo, Iowa, and northeast Iowa;

(2) to provide a partnership management framework to assist volunteer associations, private businesses, political subdivisions of the State, and the State of Iowa in developing and implementing Management Plan policies and programs that will assist in the interpretation, retention, enhancement, and promotion of the cultural, natural, and recreational resources of northeast Iowa;

(3) to allow for local, State, and Federal contributions through limited grants and technical assistance to create America's Agricultural Heritage Partnership through cooperative agreements among volunteer associations, private businesses, political subdivisions of the State, the State of Iowa, and residents of the area; and

(4) to provide for an economically self-sustaining Partnership for the educational and inspirational benefit of current and future generations concerning the story of American agriculture.

SEC. 702. DEFINITIONS.

As used in this title:

(1) Partnership.--The term "Partnership" means the America's Agricultural Heritage Partnership as established by

section 703(a).

(2) Management entity.--The term “management entity” means the management entity as established by section 704(a).

(3) Political subdivision.--The term “political subdivision” means a political subdivision of the State of Iowa, any part of which is located in or adjacent to the area in which the Partnership's activities occur, including a county, city, or town.

(4) State.--The term “State” means the State of Iowa.

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(5) Secretary.--The term “Secretary” means the Secretary of Agriculture.

(6) Partnership management plan.--The term “Partnership Management Plan” means the plan approved pursuant to section 705(a).

(7) Activities.--The term “activities” means the activities referred to in section 703(b).

SEC. 703. ESTABLISHMENT OF THE AMERICA'S AGRICULTURAL HERITAGE PARTNERSHIP.

(a) Establishment.--To carry out this title, there is established in the State of Iowa the “America's Agricultural Heritage Partnership” (in this title referred to as the “Partnership”), upon publication by the Secretary in the Federal Register of notice that a Partnership Management Plan has been approved by the Secretary under this title.

(b) Activities.--The Partnership's activities shall be limited to the counties of northeast Iowa that are generally depicted in “Alternatives #2 and #3” described in the 1995 National Park Service “Special Resource Study, Cedar Valley, Iowa.”

(c) Participation.--Nothing in this title shall require any resident located in the area in which the Partnership's activities occur to participate in or be associated with the Partnership or the Partnership's activities.

(d) Affiliations.--Nothing in this title shall prohibit future affiliations or designations of the Partnership or Partnership

Management Entity.

(e) Grants, Technical Assistance, and Cooperative Agreements.--

(1) Grants and technical assistance.--The Secretary may make grants and provide technical assistance to America's Agricultural Heritage Partnership to assist it in carrying out its purposes.

(2) Cooperative agreements.--The Secretary is authorized to enter into cooperative agreements with private entities, the State of Iowa, any political subdivision thereof, and other Federal entities, to further the purposes of this title, the Partnership, or the Partnership Management Entity.

SEC. 704. ESTABLISHMENT OF THE AMERICA'S AGRICULTURAL HERITAGE PARTNERSHIP MANAGEMENT ENTITY.

(a) Establishment.--There is established a management entity for the Partnership based on the "Management Option #5" outlined in the 1995 National Park Service "Special Resource Study, Cedar Valley, Iowa" and subject to the approval of the Secretary.

(b) Partnership Management Plan.--The Partnership management entity shall be established in accordance with the Partnership Management Plan referred to in section 705(a).

(c) Composition.--The members of the management entity may include persons affiliated with the following entities: the American Association of Museums, American Farm Bureau, American Farmland Trust, Effigy Mounds National Monument and Herbert Hoover National Historic Site, Iowa Department of Agriculture and Land Stewardship, Iowa Department of Corrections, Iowa Department of Cultural Affairs, Iowa Department of Economic Development, National Trust for Historic Preservation, the Smithsonian Institution, the State Historic Preservation Office of the State of Iowa, the United States Department of Agriculture, the United States

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Department of Transportation, and the America's Agricultural/Industrial Heritage Landscape, Inc.

SEC. 705. PARTNERSHIP MANAGEMENT PLAN.

(a) Preparation of Partnership Management Plan.--A Partnership Management Plan shall be submitted to the Secretary for approval no later than three years after the date of the enactment of this title.

(b) Assistance.--The Secretary may provide technical assistance in the preparation of the Partnership Management Plan.

SEC. 706. LAND USE REGULATION AND PRIVATE PROPERTY PROTECTION.

(a) Regulation.--Nothing in this title shall be construed to modify, enlarge, or diminish any authority of Federal, State, and local governments to regulate any use of privately owned land provided by law or regulation.

(b) Land Use.--Nothing in this title shall be construed to grant the powers of zoning, land use, or condemnation to the Partnership Management Entity, the Secretary or any other Federal, State, or local government entity.

SEC. 707. SUNSET.

The Secretary may not make any grant or provide any assistance under this title after September 30, 2012.

SEC. 708. AUTHORIZATION OF APPROPRIATIONS.

(a) In General.--There is authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appropriated for the Partnership under this title.

(b) 50 Percent Match.--Federal funding provided under this title, after the designation of this Partnership, may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

[DOCID: f:publ176.106]

[[Page 114 STAT. 23]]

Public Law 106-176

106th Congress

An Act

To <<NOTE: Mar. 10, 2000 - [H.R. 149]>> make technical corrections to the Omnibus Parks and Public Lands Management Act of 1996 and to other laws related to parks and public lands.

SEC. 309. AMERICA'S AGRICULTURAL HERITAGE PARTNERSHIP ACT AMENDMENT.

Section 702(5) of division II of the Public Law 104-333 (110 Stat. 4265), <<NOTE: 16 USC 461 note.>> is amended by striking “Secretary of Agriculture” and inserting “Secretary of the Interior”.

Appendix B-

Participants in Plan Process

With the development of this plan, there were several planning and workgroup meetings held to get the public involved. The following are names of individuals who contributed to the development of the Silos & Smokestacks Partnership Management Plan during the Roadmapping Event held on June 19, 2003. *This is not meant to be a comprehensive list.*

Dave Allbaugh, John Deere, Waterloo
 John Anderson, Carnegie Cultural Center, New Hampton
 Juanita Anderson, Carnegie Cultural Center, New Hampton
 Delores Bader, LaPort City/FFA Museum, LaPort City
 Charlie Baier, ISU Extension, Howard County Director, Cresco
 Billie Bailey, Grout Museum District, Waterloo
 Susan Bakken, Scenic City Empress Boat Club, Iowa Falls
 Bettsey Barhorst, Hawkeye Community College, Waterloo
 Lynn Beier, Wapsipinicon Mill Museum, Independence
 Dawn Best, Bennington School No. 4, Waterloo
 Arnie Boge, Chickasaw County Board of Supervisors, Ionia
 Terry Branstad, Former Iowa Governor, Des Moines University, Des Moines
 Dan Brown, USDA, Des Moines
 Eileen Buchanan, Iowa DOT, Ames
 Ann Burns, Hurstville Lime Kilns, Maquoketa
 Kari Burns, Winneshiek County Conservation & Visitor Bureau, Decorah
 Matt Carrothers, Office of Congressman Nussle, Manchester
 Colleen Carson, Carson Art Gallery, Ackley
 Bob Casterton, John Deere, Readlyn
 Ross Christensen, Christensen, Christensen, Bigelow, Day, Waterloo
 Emily Christensen, Silos & Smokestacks National Heritage Area, Waterloo
 Olga Chyle Jung, Waterloo
 Brian Clark, Brian Clark & Associates
 Bob Cole, Iowa State University Extension, Mason City
 Jim Collins, African American Museum, Cedar Rapids
 Lance Cooley, UNI-STEP, Cedar Falls
 Bev Cross, Jasper County Historical Museum, Newton
 Tim Crouch, Iowa DOT
 Darrin Crow, Ushers Ferry, Cedar Rapids
 Steve Davis, Living History Farms, Urbandale
 Herman Deaton, Jasper County Historical Museum, Newton
 Deann Demstra, UNI-STEP, Cedar Falls
 Rob Denson, Des Moines Area Community College, Ankeny
 Pat Derdzinski, Iowa State University Extension, Butler County Director, Allison
 Dave DeVault, John Deere-Waterloo Works, Waterloo
 Kristen Drey, UNI-STEP, Cedar Falls
 Brenda Dryer, Buchanan County Economic Development, Independence
 Laura Elfers, Fossil & Prairie Center, Rockford
 Lonnie Elmore, Waterloo Convention & Visitor Bureau, Waterloo
 Jerry Enzler, National Mississippi River Museum & Aquarium, Dubuque
 Jim Erb, Mayor of Charles City, Charles City
 Phyllis Ewing, Effigy Mounds National Monument, Waukon
 Vern Fish, Hartman Reserve and Black Hawk County Conservation, Waterloo
 Judy Frauenholtz, Cedar Rapids Museum of Art, Cedar Rapids
 Beth Freeman, Senator Harkin's Office, Cedar Rapids
 Brad Frevert, Parkersburg Economic Development, Parkersburg
 Lora Friest, Northeast Iowa RC&D
 Stacy Gage, Cedar Rapids Museum of Art, Cedar Rapids
 Wanda Gardner, Silos & Smokestacks National Heritage Area, Waterloo
 Norma Gates, Wapsipinicon Mill Museum, Independence
 Marian Gehrls, Times Communication Citizens, Iowa Falls
 Kathy Gourley, State Historical Society of Iowa, Des Moines
 Norma Granger, Office of Congressman Nussle, Manchester
 Diane Gravert, Jackson County Economic Development, Sabula
 Geoffrey Grimes, StruXture Architects, Waterloo
 Sue Grosboll, UNI Museums, Cedar Falls
 Bob Gunderson, Whink Products Co., Eldora
 Lanny Haldy, Amana Heritage Society, Amana
 Jeanne Hanson, Hanson's Farm Fresh Dairy, Hudson
 Phil Hemesath, Farm Bureau District 1, Calmar
 Kurt Hoeft, Cedar Valley Resource Conservation & Development, Charles City
 Jen Holtkamp, Iowa Pork Producers Association, Clive

Jim Hosch, ISU Extension Clayton County Director, Elkader
 Ruth Izer, Iowa Valley RC&D
 Willard Jenkins, Iowa House of Representatives, Des Moines
 Dennis Johnson, ISU Extension, Worth County Director, Northwood
 Warren Johnson, Limestone Bluffs RC&D, Maquoketa
 Peter Jorgenson, Silos & Smokestacks National Heritage Area, Decorah
 Patty Judge, Iowa Secretary of Agriculture, IDALS, Des Moines
 Susan Juddkins, Iowa League of Cities, Des Moines
 Fred Kirschenmann, Leopold Center, Ames
 Carol Klein, Silos & Smokestacks National Heritage Area, Waterloo
 Linda Klinger, McElroy Trust, Waterloo
 Carrie Koelker, Eastern Iowa Tourism Association, Dyersville
 Steven Kolbach, Dillman Equipment Inc., Harpers Ferry
 Susan Kuecker, African American Museum, Cedar Rapids
 Gary Lamb, Iowa Farmers Union, Chelsea
 Sam Lankford, University of Northern Iowa/STEP Program, Cedar Falls
 Jill Lankford, University of Northern Iowa/STEP Program, Cedar Falls
 Jack Leaman, Mason City
 Kelly Lindauer, Silos & Smokestacks National Heritage Area, Waterloo
 Larry Loenser, ISU Extension, Blackhawk County Extension, Waterloo
 Lelah Main, Jasper County Historical Museum, Newton
 Rod Marlatt, Fayette Co. Conservation/Country Heritage Community, Elgin
 Marilyn McGillen, National Park Service, Midwest Region Office, Omaha
 Cyd McHone, Grout Museum District, Waterloo
 Barbara McKinstry, Fossil & Prairie Center, Rockford
 Ronnie Mitchell, ISU Extension, Winneshiek County, Decorah
 Tom Moore, African American Museum, Cedar Rapids
 Doug Moss, USDA Rural Development, New Hampton
 Bob Neymeyer, Grout Museum District, Waterloo
 Ed Olson, George Maier Rural Heritage Center, Elkader
 David O'Sheilds, New Light Media, Cedar Falls
 Terry Poe Buschkamp, Main Street Waterloo, Waterloo
 Sue Pridmore, National Park Service, Midwest Region, Omaha
 Ambassador Ken Quinn, World Food Prize, Des Moines
 Brian Quirk, Black Hawk County Board of Supervisors, Waterloo
 Robert Ray, Former Iowa Governor, Ray Enterprises, Des Moines
 Laurie Robinson, National Czech & Slovak Museum & Library, Cedar Rapids
 Tim Rollins, ISU Extension Cerro Gordo County Director, Mason City
 Christi Ross, Grundy County Development Alliance, Grundy Center
 Ron Saak, Grundy County Development Alliance, Grundy Center
 Pat Sackville, Mayor of Hampton, Hampton
 Donna Samson, State Center Main Street, State Center
 Kelly Sanders, UNI-STEP, Cedar Falls
 Michelle Schaffer, IDALS, Des Moines
 Brenda Schmitt, ISU Extension Floyd County Director, Charles City
 Gerry Schnepf, Keep Iowa Beautiful, Des Moines
 Sandy Scholl, Iowa State University Extension, Waterloo
 Kathleen Scholl, UNI/UNI-STEP, Cedar Falls
 Joan Schreiber, Schreiber Farm, Muncie, IN
 Jeanne Schmiedal, 19th Amendment, Charles City
 Rod Scott, Hardin County Preservation, Iowa Falls
 Ken Shankle, Waterloo Center for the Arts, Waterloo
 Don Short, Silos & Smokestacks National Heritage Area, Waterloo
 Ann Smith, ISU Extension, Tama County Director, Toledo
 Neal Smith, Former US Congressman, Attorney at Law, Des Moines
 Leland Smith, Jasper County Historical Museum, Newton
 Jessica Solum, Decorah Area Chamber of Commerce, Decorah
 Danelle Stamps, Wallace House Museum, Des Moines
 Teresa Steffen, Northeast Iowa RC&D
 Dan Stice, Winthrop
 Candy Streed, Silos & Smokestacks National Heritage Area, Waterloo
 Steve Sukup, Sukup Manufacturing Company
 Roger Swanson, George Maier Rural Heritage Center, Monona
 R.M. Swasand, Ackley Tourism, Ackley
 Mary Swehla, John Deere Operations, Waterloo
 Emily Szeszycki, Waterloo Courier, Waterloo
 Kate Tabor, Tabor Vineyards, Baldwin
 Ruby Triplett, Community Leader, Moline, IL
 Jodi Verbraken, Silos & Smokestacks National Heritage Area, Waterloo
 Josef Vich, Community National Bank, Waterloo
 Ann Vogelbache, Central Iowa Tourism Region, Webster City
 Wade Wagner, City of Cedar Rapids, Cedar Rapids
 Stan Walk, County Supervisor, Osage
 Mary Ellen Warren, Community Leader, Waterloo
 Misty Whipple, Interstate Traveler, Belmond
 Jayson White, World Food Prize, Des Moines
 Wythe Willey, Wythe Willey Law Office, Cedar Rapids
 Ben Witte, Fairbank
 Tom Woods, Making Sense of a Place, Oconomowoc, WI

Neil Wubben, ISU Extension, Mitchell County Director, Allison
Sandi Yoder, Living History Farms, Urbandale
Mary Ann Zanotti, 19th Amendment, Charles City

The Strategic Planning Committee lead the planning of this document. They include:

Bob Casterton, Farmer/Retired Engineer from John Deere Project Engineering Center, Chair
Bob Cole, Iowa State University Extension
Jim Erb, Mayor of Charles City
Bob Gunderson, retired President, Whink Products Co.
Lanny Haldy, Amana Heritage Society
Sam Lankford, University of Northern Iowa/Sustainable Tourism and the Environment Program
Sue Pridemore, National Park Service Midwest Region
Pat Sackville, Mayor of Hampton, Central Iowa River Partnership
Sandy Scholl, Iowa State University Extension
Don Short, Silos & Smokestacks Staff
Candy Welch Streed, Silos & Smokestacks Staff

The Strategic Planning Committee and Workgroups held meetings through 2003.

The following appendices are available by request. If you are interested in obtaining a copy of any one of these, please contact the Silos & Smokestacks National Heritage Area office at 319-234-4567 or info@silosandsmokestacks.org.

Appendix C -
Implementation Work Plans

Appendix E -
Signage Design Guidelines

Appendix D -
Interpretive Plan and
Worksheets

Appendix F -
Partner Site Designation
Application



Leadership Advisors

Terry Branstad, Des Moines University
Ross Christensen, Christensen, Christensen, Bigelow, Day
Willard Jenkins, House of Representatives
Patty Judge, Secretary of Agriculture
Susan Judkins, Iowa League of Cities
Ambassador Ken Quinn, World Food Prize
Robert Ray, Ray Enterprises
Neal Smith, Former US Congressman
Wythe Willey, Wythe Willey Law Office

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Jim Hosch, Clayton County Extension Service
Fred Kirschenmann, Leopold Center
Steve Sukup, Sukup Manufacturing Company
Wade Wagner, Parks Commissioner

Partnership Panel

Billie Bailey, Grout Museum District
Bob Cole, ISU Extension
Phyllis Ewing, Effigy Mounds National Monument
Kathy Gourley, State Historical Society of Iowa
Geoffrey Grimes, StruXture Architects
Lanny Haldy, Amana Heritage Society
Phil Hemesath, Farm Bureau District 1
Warren Johnson, Limestone Bluffs Resource Conservation & Development
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A special thank you to Iowa State University Extension for their help during the planning process of this Management Plan. And, thank you to Hawkeye Community College for hosting our Roadmapping Event.



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